

CALIFORNIA TALK

1. 10-15 years ago - this event not possible

- predecessor not accept invitation to talk
- you not invite him
- mutual acceptance - intelligence activities secret
- intelligence not big topic

Know you may be concerned - can intell be effective & more public?

2. Why changed?

- No choice - Must have support of public - On faith until --
- Started as far back as 1967 - disclosures of CIA involvement with National Student Association
- Disenchantment with Vietnam, including CIA's role
- Last straw - Sy Hersh article - 1974 - alleged CIA domestic activities
- Then followed - great unravelling - allegations of improper CIA involvement in Chile, Cuba, etc.
- Books by former intel officers
- Resulted in
 - ° Pike Committee
 - ° Church Committee
 - ° Rockefeller Commission

3. Realize

- ° Must operate more in open than before
- ° But if America wants its decision makers to have the kind of information which - in a mostly closed world - only an intelligence capability can provide - must not hobble IC; and must also be some secrets which can be protected

4. Openness Policy

- Discussing intelligence - like today with you
 - What we do
 - Why
 - Intelligence agencies performing vital function - want you to know something about that contribution
- Sharing results with you
 - 2x week
 - Oil study
 - Terrorism study
 - Civil Defense Study (copies in back of hall)
- Forthright with press to extent possible
- How can do and continue to function?
 - o Not easy, but important - discuss product not means -
 - o Philosophy: reduce corpus of secrets; protect what's left better; everyone benefits

5. Can't open everything - surrogates for public -

- Mechanisms
 - o Pres/VP/NSC
 - o IOB
 - o Attorney General
 - o Select Committees of Congress
- Advantages
 - o Know all sensitive/important IC activities
 - o Guidance to IC
 - o Share responsibility
 - o Reflect public sentiments
 - o Ensure IC not operating in vacuum
 - o Ensure no pressures for illegal/improper activity

6. But openness/oversight not all that's going on - greater effectiveness

- E.O. 12036
- Policy Review Committee (NSC)

- PRC
 - DCI chairs
 - State, Def, Treas, CJCS, Asst. for Nat Sec Affs
- Strengthened DCI's authority as principal national intelligence officer
 - intended in Nat Sec Act 1947
 - 1st time DCI exclusive auth to develop Nat Foreign Intel Prog budget
 - 1979 budget used this new process
 - direct tasking all IC collection assets
 - preclude duplication/gaps
 - leaves mgmt to parent departments, e.g., NSA-DoD
 - Can orchestrate best mix for each need
 - e.g., want to know what's happening in Africa - maybe need
 - photos
 - listen to radio/TV bdcsts
 - observer on ground
- Need to coordinate - use only to seek info most capable of getting - not waste on info available
- DCI gains no auth to coordinate analysis
 - still competitive
 - State, DoD, CIA

7. Future - where go from here? Problems foreseen?

- Building good relationships with oversight bodies - still feeling way - balance sought.
- E.O. big help. Now working on Charters with Congress
 - Need good guidelines but
 - Need freedom to function effectively
 - Want to limit IC
 - Don't want to hobble IC

- Big question: Secrecy vs openness

How much of each? Where draw line? Need your knowledge;
understanding; help; confidence

- Believe IC #1 in world today. Necessary if US to stay #1
- Important days ahead for IC as critical relationships reach appropriate balance and as public participates more through better understanding of IC.

2 August 1978

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SAN DIEGO TALK

Great to be back

4 sea tours

Dau - Moth - Cousins - Godson

Home

Know how int are nat sec off - of which intell cap is 1

Apprec invite

10 yrs ago

Bec int sure concerned whether can do job

Let say - can

Not in spite of

Because of

What is there openness - help?

Support of people

Essential

Had on faith

Serious questionings

Being more open re build

confid

What giving away -

Speeches

Publications

Product - when can be declass

Extent successful - better informed public

Country be stronger

Benefit

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Note: Not talking process collecting -

Must keep secret

Some exceptions relate privacy -

Not what public wants/needs know

Still another plus -

Reducing secrets - helps keep them

Critical problem

Every reporter a Woodstein

Got to return sense balance

Wood/Bern great

But if every public servant suspect -

every renegade whistle blower hero - chaos

How do cope w/secrets and w/areas of collection public can't know

Surrogate oversight

IOB

SSCI/HPSCI

Risks

Leaks

Micromanagement

Strengths

Checks are reassurance -

Were errors

Easier manage when held accountable

People have to know what doing

Be able explain to skeptics

Easy be blended by dedicated enthusiasm

Lest you think openness and oversight are all we are doing to
maintain and improve our intell cap -- let talk about:

1

2

3